

MINUTES OF THE FIFTH MEETING  
TRAINING SELECTION BOARD

Room 7D64, Headquarters  
10 December 1964

PRESENT: Matthew Baird, Chairman  
Emmett D. Echols

25X1A



Executive Secretary  
Recording Secretary

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Lyman B. Kirkpatrick, Guest Speaker  
[Redacted], Guest  
[Redacted] Guest Speaker

1. a. The Fifth Meeting of the Training Selection Board started at 1430 hours with a briefing by Mr. Kirkpatrick. Mr. Kirkpatrick described the rationale for the creation of the Training Selection Board and the areas over which it has cognizance. He stressed the importance of selecting top-flight employees for the senior officer schools so that the Agency would be represented in the best possible light. He also pointed out that in each case the individual should know what his next assignment will be after the external training is completed. This information should be part of a career development plan that is prepared at the time the individual is selected for the training assignment so that the training represents a connecting and logical link between past and future assignments. A career development plan will also be prepared for employees selected for the Midcareer Training Program. During a short question and answer session at the end of his talk, Mr. Kirkpatrick stated that approval of nominees for the Midcareer Executive Development Course is one of the responsibilities of the Training Selection Board. He pointed out that the Board serves the Agency and although the members represent their Directorates, they should realize that they are also representing the Agency as a whole.

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b. Policy Developments in Management Training. [Redacted]  
Chief, Management Training, OTR described briefly new developments in management training. These include twelve runnings a year

in basic management and supervision courses, two senior seminars a year, and a pilot project in which a whole office (tentatively identified as the Office of Finance) will be given management training utilizing the grid technique. He announced that the Executive Management Seminar is scheduled to begin on 7 February. Personnel attending would be selected by Mr. Kirkpatrick.

2. The Minutes of the Fourth Meeting of the Training Selection Board were approved with the following modifications:

25X1A a. Re 2 a. of the Minutes of the Fourth Meeting: The present  
Chairman of the Course, [REDACTED] does not wish to continue evaluating  
25X1A the students as his predecessor did and the Course Report has there-  
fore been discontinued. [REDACTED] will notify the appropriate Board  
member if he feels that a student has been a poor selection.

b. Re 2 b. of the Minutes of the Fourth Meeting: [REDACTED] 25X1A  
asked that the record reflect that the Board had discussed the nominees  
for the next Course at great length and had proceeded to do this over  
the objections of the DDP representative. [REDACTED] added that 25X1A  
at the time he felt the Training Selection Board did not have this authority.

25X1A 3. Approval of Students for the Fifth Midcareer Executive Development Course. The Chairman noted that in general there was marked improvement in the present plans compared with earlier ones. He added that there is still a need, however, for greater uniformity without stereotyping the format and that a statement should be included to the effect that it is the considered judgment that this nominee has shown the capability to advance to grade GS-15 or higher.  
[REDACTED] suggested that the plans should be more specific on future assignments for the individuals, and allow, if possible, for a little broadening outside their areas of work. The Board carefully reviewed the profiles and the plans of the nominees for the Course beginning on 10 January 1965, and discussed their qualifications in detail. In one case an alternate was selected to replace a principal. The Board had reservations on three other candidates but decided to allow them to enter the Course. A total of thirty individuals were approved.

4. New Business.

a. The Executive Secretary reminded the Board members of some external programs on which Board action will be required in the near future, particularly the NIPA Career Education Awards and the Woodrow Wilson Fellowships.

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b. [REDACTED] asked who the fourth student for the National War College would be, now that the Agency's quota has been increased to four. [REDACTED] was approved for this billet, [REDACTED] an alternate for ICAF, was named to replace [REDACTED]

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5. The meeting adjourned at 1710 hours.

[REDACTED]  
Executive Secretary,  
Training Selection Board

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